# BUSINESS MANAGER GOAL strategies GUIDE

**Version: Reviewed and updated on 02 March 2021**

Business managers can use the Goal Strategies Guide to develop strategies that support performance and development goals linked to each capability. The examples of possible strategies can be selected, adapted or revised to support the professional learning and development of business managers in the context of the Dimensions of Work for the Education Support Class at their own classification level and range, and as appropriate for individual learning needs and relevance to school contexts (e.g. size, primary/secondary, geographical location).

| Capability | | Capability definition | Examples of possible strategies |
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| Technical Skills | Finance and Procurement | Implements effective, efficient and ethical financial management and budgeting processes. Understands and manages procurement activities. | Review and improve the school’s existing procurement processes to ensure it aligns with the Department’s [Finance Manual](https://www2.education.vic.gov.au/pal/finance-manual/policy), [Procurement Guidelines](https://www2.education.vic.gov.au/pal/procurement-in-schools/policy) and [school budget information](https://www2.education.vic.gov.au/pal/student-resource-package-srp-managing-budget/policy) on the Policy and Advisory Library (PAL).  Undertake professional learning on the Schools Resource Package as part of the Department’s Finance Matters program. |
|  | Governance Acumen | Understands how to implement good governance. Applies governance framework to decision making and accountabilities. | Work with the principal to identify opportunities to review and improve School Council and recruitment processes and ensure these are aligned with the Department’s guidance on [effective governance](https://www2.education.vic.gov.au/pal/school-council-training/guidance). |
|  | Operational Acumen | Develops and implements plans and processes to facilitate effective and efficient operations, including simplifying complex practices. | Review and improve the school’s processes and practices for collecting, producing and generating reports of CASES21 data when reporting to the Department, School Council and other stakeholders.  Develop and implement improvements to school practices and processes for other staff to use key Department programs (CASES21, eduPay, recruitment online). |
|  | Resource Coordination | Builds processes and organises people and activities, sees opportunities for synergy and integration to get more effective outcomes out of fewer resources. | Work with the school leadership team to identify opportunities to more efficiently allocate the student resource package and workforce budget to support the achievement of the School Strategic Plan and Annual Implementation Plan.  Undertake the [Workforce Planning](https://www.bastow.vic.edu.au/professional-learning/workforce-planning) module of Strategic Management for School Leaders program at Bastow. |
|  | Risk Management | Systematically identifies evaluates and prioritises potential risks and communicates information to enable appropriate decisions and actions. | Review the school’s risk management policies and processes (OHS, facilities hire etc.) to ensure these are up to date and aligned with the Department’s [Risk Management](https://www2.education.vic.gov.au/pal/risk-management-schools/policy) requirements. |
| People Skills | Stakeholder Engagement | Builds and maintains effective relationships with stakeholders and focuses on understanding and meeting their needs. | Engage in ongoing discussions with the leadership team, School Council, staff, parents/carers and other members of the school community to improve my understanding of the different needs of each stakeholder group. |
|  | Relationship Building | Develops partnerships and collaborative relationships, both internally and externally, to facilitate the achievement of mutual objectives. | Participate in a community of practice with school business managers of nearby schools to identify and share best practice. |
|  | Supportive Leadership | Proactively addresses issues and concerns in an empathetic and sensitive manner. Effectively shares ideas, thoughts and information to support outcomes. | Work with the principal to identify opportunities to share ideas with the school leadership team that can support achievement of the School Strategic and Annual Implementation Plan objectives. |
|  | Communicating with Others | Makes a positive impression and effectively negotiates with and influences others. Focuses clearly on finding cooperative solutions and outcomes. | Undertake professional learning through the Emotional Intelligence Handbook from the Business Manager Professional Learning Suite and apply learnings to my communications with School Council and the leadership team. |
|  | Teamwork | Actively participates as a member of a team to support team goals, fostering collaboration and an environment of mutual trust and respect. | Organise and facilitate fortnightly sessions where school administration staff can share knowledge and skills, ask questions, develop solutions to problems and proactively plan upcoming work. |
| Self-Mastery | Ethics and Values | Models strong public-sector values and professional ethics. Adheres to these in all circumstances relevant to their role. Maintains confidentiality and supports others to do the right thing. | Model and uphold the [Victorian Public Sector Values](https://vpsc.vic.gov.au/ethics-behaviours-culture/public-sector-values/) with a focus on integrity, by promoting frank and honest conversations and being prepared to challenge the status quo. |
|  | Problem Solving | Anticipates future needs and provides advice to assist in forward-planning. Solves problems using logical methods to reach effective solutions. | Analyse projected local community trends to anticipate future student enrolments numbers and develop a projected four-year budget plan to support achievement of the School Strategic Plan. |
|  | Flexibility | Adapts own approach to meet different situations. | Adapt processes to ensure that administrative operations can be carried out in the remote learning environment by developing clear processes and naming conventions for documents and resources to be uploaded via the school’s Sharepoint site. |
|  | Organising and Planning | Creates plans, forecasts and organises activities required to achieve a desired goal. | Work with the school leadership team, School Council and key staff members to develop a proposal and project plan that details the approval process, budget, procurement activity and required timelines for the school’s proposed new facility.  Develop a project plan that supports the prioritisation of key tasks and responsibilities in relation to the school calendar, and regularly review and update this project plan to ensure it remains current. |
|  | Resilience | Effectively deals with pressures and competing priorities. Maintains respectful working relationships while dealing with conflict and challenges. | Undertake professional learning through the Workplace Relations Handbook from the Business Manager Professional Learning Suite and apply learnings to my communications with the leadership team, School Council, staff, parents/carers and the wider school community. |